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AUTHORITY

AGO ltr 30 Sep 1980 c/2 to a/1

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## DEPARTMENT OF THE ARMY OFFICE OF THE ADJUTANT GENERAL WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (16 Nov 67) FOR OT RD 670792

30 November 1967

**SUBJECT:** Operational Reports--Lessons Learned, Headquarters, 184th  
Ordnance Battalion (Ammo), Period Ending 31 July 1967

**TO:** SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation by USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in accordance with paragraph 6c and d, AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure appropriate benefits in the future from Lessons Learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*C. A. Stanfield*  
C. A. STANFIELD  
Colonel, AGC  
Acting The Adjutant General

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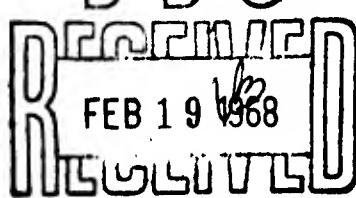
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(Continued on page 2)

FOR OT RD  
670792

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Alt.: FOR-OT-RD, Annex D.C. 20310

# FOR OFFICIAL USE ONLY

DEPARTMENT OF THE ARMY  
HEADQUARTERS, 184TH ORDNANCE BATTALION (AMMO)  
APO SAN FRANCISCO 96238

AVCA QN-184ORD-CO

15 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967, RCS  
CSFOR-65

STATEMENT #2 UNCLASSIFIED

THRU Commanding General  
US Army Support Command, Qui Nhon  
ATTN: AVCA-QN-GO  
APO 96238

TO: Assistant Chief of Staff For Force Development  
Department of the Army (ACSFOR, DA)  
Washington, D.C. 20310

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Chief of Staff for Force Development, Bldg 1, FOR-OTL-23, Washington DC 20310

## SECTION I

### SIGNIFICANT ORGANIZATIONAL ACTIVITIES

1. During the reporting period the 184th Ordnance Battalion (Ammunition, Direct Support) continued performing its mission as a conventional ammunition battalion.

#### 2. Capabilities:

a. The battalion's capabilities remained the same as no new units have been assigned or attached and there have been no units reassigned. Two of the three Ammunition Companies and one of the two Detachments changed unit commanders during this period. The battalion was engaged in operations for all ninety-two days of the reporting period.

#### 3. Mission:

a. The battalion's primary mission is the operation of the Qui Nhon Army Base Depot. The Qui Nhon Army Sub Depot was in the process of phase-out and all U.S. Ammunition has been removed from the sub-depot. The current activity at the sub-depot is the segregation and shipment of serviceable expended artillery shell cases back to CONUS. All assigned/attached units are functionally organized in direct support of the Depot Mission.

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Cancelled

16 November 1968

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AVOA QN-184ORD-CO

15 August 1967

**SUBJECT:** Operational Report for Quarterly Period Ending 31 July 1967, RCS  
CSFOR-65

b. (1) Following are quantities in short tons on hand at the beginning of the reporting period and the receipts, issues, and quantity on hand at the end of the reporting period.

Balance on Hand (1 May 67)	28,505.0
plus receipts (1 May thru 31 Jul)	<u>79,662.6</u>

Sub-Total	108,167.6
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Less Issues (1 May thru 31 Jul)	79,210.4
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Balance on Hand (31 Jul 67)	<u>28,957.2</u>
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(2) Total Tonnage Lifted: (in short tons)

	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>TOTAL</u>
ISSUES:	27,999.0	22,768.8	28,442.6	79,210.4
RECEIPTS	25,286.2	34,415.9	19,960.5	79,662.6
REWAREHOUSE	<u>16,750.9</u>	<u>9,064.4</u>	<u>29,105.6</u>	<u>54,920.0</u>
<b>TOTAL</b>	<u>70,036.1</u>	<u>66,249.1</u>	<u>77,105.6</u>	<u>213,790.9</u>

#### 4. Task Force Operations:

As of the last day of the reporting period, this battalion is supporting with personnel and equipment the following task force operations, Forward Support Areas and other units:

<u>TASK FORCE/PSA</u>	<u>PERSONNEL</u>					<u>EQUIPMENT</u>
	<u>OFF</u>	<u>WO</u>	<u>NCO</u>	<u>EM</u>	<u>TOTAL</u>	
Pecuill	1	0	1	12	14	1 - Desk, Field 2 - Table, camp 3 - Flashlight 2 - File, visible index
Scouro	0	1	1	16	18	1 - 2½ Ton truck
Pike	0	0	2	5	7	None
Gallagher	0	0	1	19	20	1 - 6000# RT Fork Lift 1 - 20 Ton crane 1 - ½ Ton trailer

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AVCA QN-184 ORD-CO

SUBJECT: Operational Report for Quarterly Period ending 31 July 1967, RCS  
CSFOR-65

15 August 1967

## PERSONNEL

<u>TASK FORCE/FSA</u>	<u>OFF</u>	<u>WO</u>	<u>NCO</u>	<u>EM</u>	<u>TOTAL</u>	<u>EQUIPMENT</u>
Kay	0	0	1	7	8	1 - 3/4 Ton Truck 1 - Tent, GP Small 1 - AN/GRC-46 3 - Mask, Antennas
15th Sup Bde (Oregon)	0	0	0	8	8	None
Da Nang SAC	0	1	1	4	6	None
Pleiku SAC (188th Ord Co)	0	0	1	22	23	1 - 6000# RT Fork Lift 1 - AN/GRC-46
<b>TOTALS</b>	<b>1</b>	<b>2</b>	<b>8</b>	<b>93</b>	<b>104</b>	

This total figure is almost twice the number reported for the previous report period.

### 5. Equipment Maintenance and Dispatch:

a. In May, The Battalion Consolidated Wheeled Vehicle Motor Pool deconsolidated and each unit became responsible for their own motor maintenance and management. The Materials Handling Equipment Motor Pool remains consolidated and continues operations in the Ammunition Base Depot.

b. With the responsibility placed directly on the Unit Commanders for maintaining and managing their vehicles, the previous nebulous area of responsibility was solved and all units embarked on a sound plan of improving their maintenance program. New maintenance buildings were constructed and unit pride was very evident in the attitude and spirit displayed in bringing the maintenance standards up to a desireable level.

c. Recent CMMI and Command Inspections have made it factual that the maintenance and dead-line rate has improved considerably since the deconsolidation. Progress is continuing in the motor pools and the concern is not to maintain the sense of urgency that operators and mechanics have acquired.

### 6. Construction:

a. The renovation facility construction which began in May was completed and the renovation unit commenced operations in the new building on 14 July 1967.

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AVCA QN-184ORD-CO

15 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967, RCS  
CSFOR-65

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b. The new Brass Segregation Yard was completed on 30 June and the 46th Ordnance Detachment was given the responsibility for operational control.

c. All companies have completed new maintenance facilities during this period. All units have completed at least one permanent troop billets and are engaged in constructing Mess Hall, Orderly/supply rooms, and the remaining billets. This is strictly a self-help program and much of the construction is accomplished after normal duty hours.

## SECTION II

### COMMANDERS OBSERVATIONS AND RECOMMENDATIONS

#### Part I - Observations (Lesson Learned)

##### 1. Personnel:

###### Item: Shortage of Personnel

Discussion: On 31 July 1967, this battalion had 789 personnel assigned out of a total of 920 authorized which is 86%. Of the 789 assigned, 104 personnel were on task force or other ammunition details outside the battalion. This figure equals 13% of assigned personnel detailed out of the battalion.

Observation: The manpower shortage is becoming a significant factor to the successful accomplishment of the mission.

##### 2. Operations: None

##### 3. Training and Organization:

###### a. Item: Driver Training

Discussion: Replacements coming into the battalion fresh from basic and school training are not qualified or familiar with military vehicle operation. To familiarize, train, and license these personnel as operators is time consuming and often keeps key personnel away from their primary duties.

Observation: A driver training program could be initiated during AIT phase to qualify these personnel on Army motor vehicles.

###### b. Item: Shortage of School Trained Ammo Personnel

Discussion: In hand with the shortage of personnel is the lack of school trained ammunition handlers. With the requirement to send only MOS qualified ammunition personnel on task force operations, a serious shortage of ammunition personnel is being experienced. An extensive OJT program has been established and units are conducting technical training classes to familiarize non-trained personnel. 4

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AVCA QN-1840RD-CO

15 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967, RCS  
CSFOR-65

Observation: Being short personnel in general is one factor, but having to OJT non-ammunition MOS personnel under these conditions emphasizes the shortage even more so. Due to the very nature of the commodity handled, the training given these personnel must be complete with safety integrated throughout their training cycle.

4. Intelligence: None.

5. Logistics:

a. Item: Unit Turn-ins of Suspended Ammunition

Discussion: During July 1967, a lot of 105mm HE, LS27-23, was suspended. When this ammunition was retrograded to QNABD, it was discovered the components were mismatched i.e., the projectile, cartridge case, fiber container, and wooden box were all different lots in some instances. In many cases, only one component was the suspended lot, LS27-23. A 100% inspection was required before the suspended ammunition could be returned to storage.

Observation: Using units must exercise caution in mixing components of different lots of ammunition. Differences in ballistic characteristics could be a potential hazard to friendly troops if the mixed round is fired. In addition, a monetary loss is experienced as the mismatched ammunition cannot be returned to storage and later reissued if the lot is released from suspension. The mismatched ammunition must be placed on ACR pending disposition instruction. Using units must keep unpackaged ammunition to a minimum.

b. Item: Unitized Pallet for Artillery Ammunition and Rockets

Discussion: The method of palletizing certain items of artillery and rocket ammunition using two 4x4 skids is unsatisfactory. Such units will withstand only slight handling before skids slip out and bands loosen. Many pallets must be rebanded prior to storage and/or shipment. In cases where the direction of boxes must be considered, such as rockets, forklifts cannot be utilized for placing the pallets in storage. The units must be placed in storage using a crane and slings.

Observation: Pallets with a four-way handling facility are required for all types ammunition. It is recommended that the unitized pallet method be discontinued in favor of four-way pallets.

## Part II--Recommendations

1. Personnel: Recommended that filling personnel shortages be made an item of command interest.

2. Operations: None.

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AVCA QN-184ORD-CO

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967, RCS,  
CSFOR-65

15 August 1967

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3. Training and Organization:

a. Recommend that driver training be made a mandatory requirement for replacements coming to Vietnam.

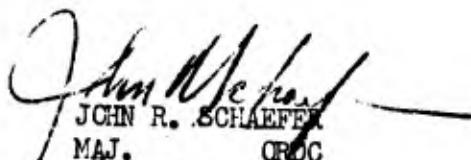
b. Recommend that ~~emphasis~~ be placed on sending school trained ammunition handlers to Vietnam.

4. Intelligence: None

5. Logistics: (Ammunition)

a. Recommend that using units be made aware of the hazards and problems encountered in mixing ammunition components.

b. Recommend that the unitized pallet method be discontinued in favor of four-way pallets.

  
\_\_\_\_\_  
JOHN R. SCHAEFER  
MAJ. ODOC  
Commanding

1 Incl  
Organization Chart

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AVCA-QN-GO-0(15 Aug 67) 1st Ind  
SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967  
RC: CSFOR-65

HEADQUARTERS, US ARMY SUPPORT COMMAND, QUI NHON, APO SAN FRANCISCO 96238 25 AUG 1967

THRU: Commanding General, 1st Logistical Command, ATTN: AVCA GO-0,  
APO 96307  
Commanding General, United States Army, Vietnam, ATTN: AVHCC-DST,  
APO 96375  
Commander-in-Chief, United States Army, Pacific, ATTN: GPQP-OT,  
APO 96558

TO: Assistant Chief of Staff for Force Development, Department of the Army,  
Washington, D.C. 20310

1. The attached Operational Report for Quarterly Period Ending 31 July 1967 has been reviewed by this headquarters and is considered adequate with the following comments in paragraph 1, Part II Section II.

2. Personnel shortages will continue to exist in this command for the following reasons:

a. Personnel authorizations are less than requirements. As long as the MTOE and TDA moratorium is in effect this situation cannot be corrected.

b. USARV policy of maintaining tactical units at above authorized strength to insure "foxhole" strength is maintained at 100 per cent. The troop strength to maintain tactical units at above authorized strength is taken from logistical units.

c. Adequate security forces are not provided to this command to protect vital and vulnerable logistical installations. This security must be provided out of this command's personnel assets and reduces personnel assets for accomplishing the primary logistical mission.

3. Every reasonable effort has been and will continue to be made to maintain this command and the 184th Ordnance Battalion at maximum strength; however, until the above circumstances, which are beyond the control of this command, are changed, this command and its subordinate units will have a shortage of personnel.

4. This headquarters concurs with the recommendations contained in paragraphs 3 and 5 of Part II Section II.

FOR THE COMMANDER:

• QNL 450/600

1 Incl  
nc

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WILLIAM R. ROSS  
CPT, AGC  
Assistant Adjutant General

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AVCA CO-O (15 Aug 67) 2d Ind  
SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967  
(RCS CSFOR 65)

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307

11 SEP 1967

TO: Deputy Commanding General, United States Army Vietnam, ATTN:  
AVHGC-DH, APO 96375

1. The Operational Report - Lessons Learned submitted by the 184th Ordnance Battalion for the quarterly period ending 31 July 1967 is forwarded.

2. Reference page 4, paragraph 1, and page 5, paragraph 1: Comments in paragraph 2, 1st Indorsement, are appropriate.

3. Reference page 5, paragraph 5a, and page 6, paragraph 5a: Concur. Ammunition turned in by using units must be closely inspected for discrepancies such as those indicated. When discrepancies are of a substantial magnitude and indicate that serious safety hazards may exist within the using unit, this headquarters notifies USARV. Ammunition unit commanders, by close liaison with supported units, can do much to eliminate this problem.

4. Reference page 5, paragraph 5b, and page 6, paragraph 5b: Concur. This headquarters has made recommendations to appropriate CONUS agencies that all ammunition be palletized on a 4-way pallet and that a new pallet be designed for separate loading artillery projectiles.

5. Reference 1st Indorsement, paragraph 2a: This headquarters has received unconfirmed information that the moratorium on submission of MTOL and MTD is no longer in effect. It is recommended that higher headquarters advise subordinate commands as to the status of subject moratorium.

6. The 184th Ordnance Battalion engaged in combat service support for 92 days during the reporting period. The UIC of the reporting unit is M306A1.

7. Concur with basic report as modified by indorsements. The report is considered adequate.

FOR THE COMMANDER:

TEL: Lynx 430/732

1 Incl  
nc

8

*Timothy S O'Hara*  
TIMOTHY S. O'HARA  
1ST, INF  
Acting, ~~Asst~~

11 AVHGC-DST (15 Aug 67)

3d Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 July 1967 (RCS CSFOR-65) (U)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 21 OCT 1967

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT,  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 July 1967 from Headquarters, 184th Ordnance Battalion (AMMO) (B06A) as indorsed.

2. Pertinent comments follow:

a. Reference item concerning shortage of personnel, paragraph 1, page 4; paragraph 1, page 5 and paragraphs 2 and 3, 1st Indorsement: Concur with the recommendation contained in paragraph 1, page 5. To alleviate the personnel shortage existing in the US Army Support Command, Qui Nhon, of which the 184th Ordnance Battalion is a part, the 1st Logistical Command has diverted replacements to that command from other subordinate commands which have a higher ratio of operating strength over authorized strength.

b. Reference item concerning authorized strength, paragraph 2b, 1st Indorsement: The allocation of personnel resources is a command prerogative based on the commander's assessment of the Combat requirements and the tactical situation in RVN.

c. Reference item concerning unitized pallet, paragraph 5b, pages 5 and 6 and paragraph 4, 2d Indorsement: Concur. MACV has gone to DA with an official statement that the skidded unit loads are unsatisfactory. The standard 40" x 48" four-wall pallet was requested. USAMUCOM has requested, and MACV has concurred in a test of a modified skidded unit load with slots for four way entry. Test units are due in at Da Nang, Qui Nhon and Cat Lai in the near future. If this load is unsatisfactory the four-way pallets will be used.

d. Reference item concerning personnel shortages, paragraph 2a, 1st Indorsement and paragraph 5, 2d Indorsement: 1st Logistical Command has been verbally notified the moratorium is not considered applicable to SEA by DA. This is an interim notification.

3. Unit will be notified of actions and comments by routine indorsement which returns this report.

FOR THE COMMANDER:

1 Incl

*Stanley E. Schults*  
STANLEY E. SCHULTS  
Major, AGC  
1st Adjutant General

12  
GPOP-DT (15 Aug 67)

4th Ind

SUBJECT: Operational Report for the Quarterly Period Ending 31 July 1967  
from HQ, 184th Ordnance Battalion (Ammo) (UIC: WB06AA)(RCS  
CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558

9 NOV 1967

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding indorsements and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:

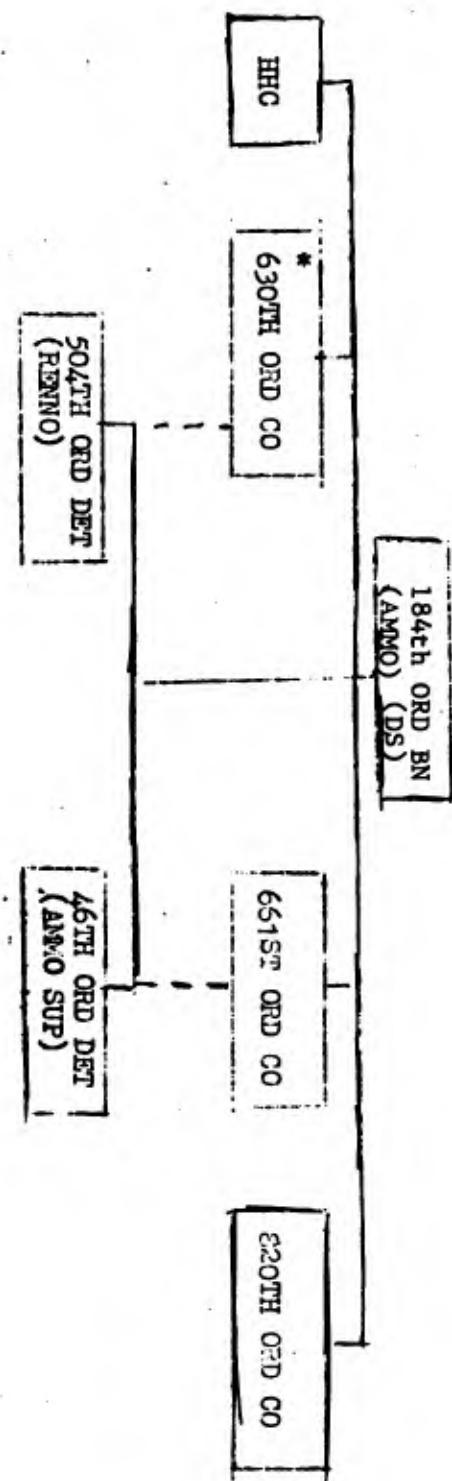


MAVRICK SNYDER  
CPT, AGC  
Asst AG

1 Incl  
nc

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ORGANIZATION CHART



Solid line — Command Line  
Dotted line - - - Logistic (Rations, lodging, supply) line  
\*One magazine platoon attached to An Khe Sub-Area Command for all purposes.

Incl 1.

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